

12 July 1967

Lt. General Joseph F. Carroll
Director
Defense Intelligence Agency
The Pentagon

Dear Joe:

In order to complete your file on the target oriented display matter, I am enclosing a copy of a letter to Solis Horwitz which was written at his suggestion. Apparently it was desired to have the proposal that a representative of the DCI should chair this exercise emanate from the DCI. Accordingly, I wrote the annexed letter to restate the DCI position on the subject. I am informed that the arrangement has been approved by the Deputy Secretary of Defense and the Director, Bureau of the Budget.

Sincerely,

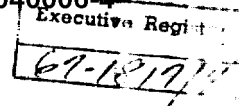
John A. Bross

Attachment

Distribution:

- Orig & 1 - Addressee w/att.
- 1 - ER w/o att.
- 1 - NIPE/Chrono w/o att.
- 1 - NIPE/TOD w/o att

1 - NIPE/3 E 14 w/att



27 June 1967

The Honorable Solis Horwitz
Assistant Secretary of Defense
3 E 822
The Pentagon

Dear Solis:

During recent discussions between representatives of ASD(SA), the Bureau of the Budget, CIA and the DCI about the proposed Target Oriented Display for national intelligence activity, the suggestion has been made that it would be appropriate for a representative of the Director of Central Intelligence to chair the committee which will be responsible for the final preparation of this display and its presentation to the principals concerned. From the security point of view it would perhaps be better to have the exercise proceed under the chairmanship of a DCI representative, particularly in view of the concern expressed in Dick Helms' letter of 19 April 1967 about the need for adequate procedures to protect the very sensitive data involved. As Dick also pointed out in that letter, he has an over-all interest in ensuring an appropriate allocation of intelligence resources to meet national intelligence objectives. His basic responsibility for guiding and coordinating the foreign intelligence effort of the Government as a whole would seem to be an additional reason why formulation of a Target Oriented Display of national intelligence resources should proceed under a chairman responsible to him.

An objection to such an arrangement, however, is the fact that calls or requests for the submission of data from components of the Defense Department or agencies under the jurisdiction of the Secretary of Defense can only be effectively issued by a representative of the SecDef.

If you are agreeable to having a DCI representative act as chairman of the committee responsible for completion and presentation of the display and believe that adequate arrangements can be made for the submission of Defense Department data under these circumstances, I will be glad to assume this responsibility.

Sincerely,

/s/ John A. Bross

John A. Bross

Distribution:

Orig & 1 - Addressee
1 - DCI
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THE DEPUTY SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

1 AUG 1967

Dear Dick:

I have signed and enclosed Terms of Reference for the development of a Target Oriented Display of U. S. intelligence resources. They were developed by a committee comprising your representative, Mr. John Bross, and representatives from BoB and DoD.

I understand that you would prefer to have your representative chair the display because of its scope and sensitivity. I have no objection and the Terms of Reference so indicate.

I am also sending a signed copy to Charlie Schultze. If you both agree with the terms of reference, I hope that the committee will develop the display as a matter of urgency.

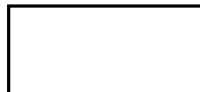
Alain Enthoven will continue to be the point of contact in my office for the Target Oriented Display.

Paul H. Nitze

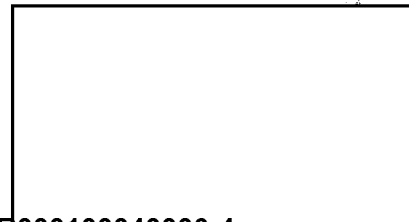
Honorable Richard Helms
The Director of Central Intelligence
Central Intelligence Agency
Washington, D. C. 20505

Enclosure

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TERMS OF REFERENCE
FOR PREPARATION OF
TARGET-ORIENTED DISPLAY

1. Preparation of the Display

A Target-Oriented Display will be developed that shows how U.S. intelligence resources are directed against major intelligence requirements. The purpose of the display is to aid in a more precise analysis of the allocation of resources to intelligence targets. The display will be prepared under the guidance of a committee composed of representatives of the Secretary of Defense, the Director of Central Intelligence, and the Director of the Bureau of the Budget. The committee will be chaired by the representative of the Director of Central Intelligence.

The display will include the resources of the Consolidated Cryptologic Program, Consolidated Intelligence Program, National Reconnaissance Programs, and the Central Intelligence Agency program, excluding Covert Action. In addition, the display will include the resources of the [] and one-third of the SR-71 program.

The Central Intelligence Agency, the National Reconnaissance Office, the National Security Agency, and the Defense Intelligence Agency will collect and allocate data for the display. It is essential that these agencies work closely with the committee so that the finished display can be as meaningful as possible, so that its limitations can be accurately depicted, and so that it can be prepared quickly and economically. To achieve these ends, these four agencies will provide non-voting members of the committee.

Calls for submission of data from the National Reconnaissance Office, the National Security Agency, and the Defense Intelligence Agency will be issued by the representative of the Secretary of Defense in accordance with needs developed by the committee.

2. Targets and Time Period to be Displayed

The display will show how U. S. intelligence resources have been and currently are targetted against countries and regions. For the Soviet Union, China, and possibly other selected countries or regions, resources will be displayed in greater detail against specific military, economic, and political targets. The final list of elements will depend on the committee's evaluation of their significance, their meaningfulness, and on the practicality of acquiring data.

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The display will also include other resource data related to targets and classified by:

- a. Intelligence functions including: various types of collection, production, mapping and charting, and counterintelligence.
- b. Cost categories including investment, operating expenses, and research and development.
- c. The various programs whose resources are included in the display.

The committee will prepare displays for FY68 and FY69 and, if meaningful, for FY66 and FY63. The FY68 and FY69 displays will be prepared first. The FY68 resources will be displayed as approved (planned for the NRP) in June 1967. The FY69 resources will reflect recommendations of the Primary Action Officer for the CIP and CCP, the DNRO for the NRP, and the 1969 Budget submission to the BOB for the CIA program. After guidance and procedures have been developed for the FY68 and FY69 displays, the FY66 and FY63 displays will be attempted utilizing the same approach modified as necessary to accommodate available data. A decision to include the FY66 and FY63 displays in the final display will depend on the committee's evaluation of their meaningfulness (in light of the nature of data obtainable) and of the effort involved.

3. Schedule for Preparation of the Display

The display will be prepared in four phases:

- a. During the first phase, which will last until 18 August 1967, the committee will prepare general guidance including both specific target categories and supporting data required.
- b. During the second phase, which will last until 29 September 1967, CIA, DIA, NRO and NSA will prepare data displays for their areas. Each agency will determine the methods for allocating resources under its cognizance in accordance with the general guidance prepared by the committee.
- c. During the third phase, which will last until 3 November 1967, the committee will collate data, review allocation methods, prepare a draft report, and identify further data needs, if any.
- d. During the fourth phase, which will last until 1 December 1967, such additional data as may be needed will be submitted by CIA, DIA, NRO and NSA and the committee will prepare its final report.

The above schedule is approximate and will be changed as mutually agreed upon by the representatives of the DOD, DCI, and BOB.

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4. Final Report

The committee's final report will consist of:

- a. The display.
- b. A discussion of the display and its limitations.
- c. A description of how the display was prepared. In this way future target-oriented displays can be refined and related to the initial attempt.
- d. Recommendations for further action.

5. Security

Whether or not the Target-Oriented Display materials will require a distinct security classification and control system will be determined by the Director of Central Intelligence in connection with the evaluation of the completed display.

Central Intelligence Agency

Date _____

Bureau of the Budget

Date _____

Paul H. Nitze
Department of Defense

Date 1 AUG 1977

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July 13, 1967

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